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[redacted]

25X

13 January 1967

MEMORANDUM FOR: Deputy for Materiel (D/M/OSA)

SUBJECT: OXCART Phase-Out Planning

1. Background:

a. Announcement of OXCART phase-out three weeks ago created disturbances among the OSA staff elements through their understandable desires to proceed immediately into phase-out task actions. The paucity of guidance from defense level has led to much speculation and individual interpretations on the exact disposition to be made of the program. These views run the gamut by functional areas into the weapon system and the support facilities. This will continue to happen, even though all concerned recognize discussions are being held continually with the Prime Contractor and the DOD.

b. The prime concern appears to be the OSA staff awareness that many planning actions could be commenced now that would not be materially influenced by later high level decisions. Some of these decisions being the actual disposition [redacted] "mothballing" and storage of aircraft, etc. In short, an OSA planning posture can be established now that will dovetail with these later decisions.

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2. Planning Posture Development:

a. Two significant steps have been taken toward arriving at this planning posture.

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(1) The OXCART Configuration Control Board was called into session at 0930 hours, 12 January 1967, by the Deputy for Operations. The recommendations resultant from that meeting will be presented to the D/SA, after staff coordination is effected. These recommendations will embrace the OXCART concept of operations through CY-1967, with due consideration to the operational posture, the aircraft requirements and the desired operational ready configuration.

(2) This office prepared a logistics planning brochure (draft) that gathers planning data and assumptions, logistics planning requirements, and related contingency factors into one document. The document is sufficiently flexible for application as a logistics annex to the master phase-out plan or for expansion into the final OSA plan.

b. Other OSA staff activities have performed some actions that relate to the OXCART phase-out; however, these are not identifiable as a scheduled portion of a "master plan".

3. Discussion:

a. The term "inactivation" is the procedure required to place an active installation or facility in an inactive or caretaker status. This term does not apply to an installation or facility being inactivated for which the Government has no future requirements and is to be declared excess. It is Government policy to effect inactivation of designated installations with provisions for reactivation 60 days prior to the beneficial occupancy date, except as otherwise may be specifically directed.

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b. All assumptions made in the OXCART "phase-out plan" should fall within the above definition; essentially, 25X1 that [redacted] will be retained in a caretaker status with an activation capability concurrent to the OXCART phase-out or at a later date.

c. Any decision to completely close down [redacted] 25X buildings, electrical facilities, water supply and sewage disposal facilities should be approached as an extension to the planning presently envisioned within the OXCART phase-out context.

d. "Inactivation" of a facility creates major workload impacts upon the logistics support elements. Invariably, a situation of "supply-in-reverse" is entered into that requires as much, if not more, management direction and controls than the initial activation of a facility.

e. The master "phase-out plan" format can be developed as (1) an Operations Plan with suitable annexes (i.e., personnel, logistics, communications, etc.) or as (2) a Logistics Plan that essentially details the tasks and the task organizations. Irrespective of whatever format is adopted, it is certain that this Headquarters will require a feed of data on a weekly or daily basis to keep abreast of the phase-out actions.

f. The attached Logistics Plan is a "first cut" and includes those factors that readily come to mind. It is considered as a starting point and will require further staffing and coordination in-house, as well as with [redacted] 25X and AFRDR.

4. Recommendations:

a. Task: Designate an OXCART phase-out Project Officer for OSA. Establish initial guidelines and assign unclassified nickname to the phase-out program.

b. Action: D/SA

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c. Task: Develop first drafts of an OSA master plan for OXCART phase-out based on an Operations Plan format with appropriate annexes from each major staff function.

d. Action: Project Officer and OSA staff.

25X1 e. Task: Establish schedule for meetings with [redacted] AFRDR and AFLC (Project Depot) representatives to insure fullest coordination and agreement on objectives.

f. Action: Project Officer

g. Task: Develop focal point in OSA for up-to-date awareness of all actions affecting phase-out objectives and the progress of actions.

h. Action: Project Officer

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[redacted]
Lt. Colonel, USAF
Chief, Maintenance Division, OSA

Attachment: a/s

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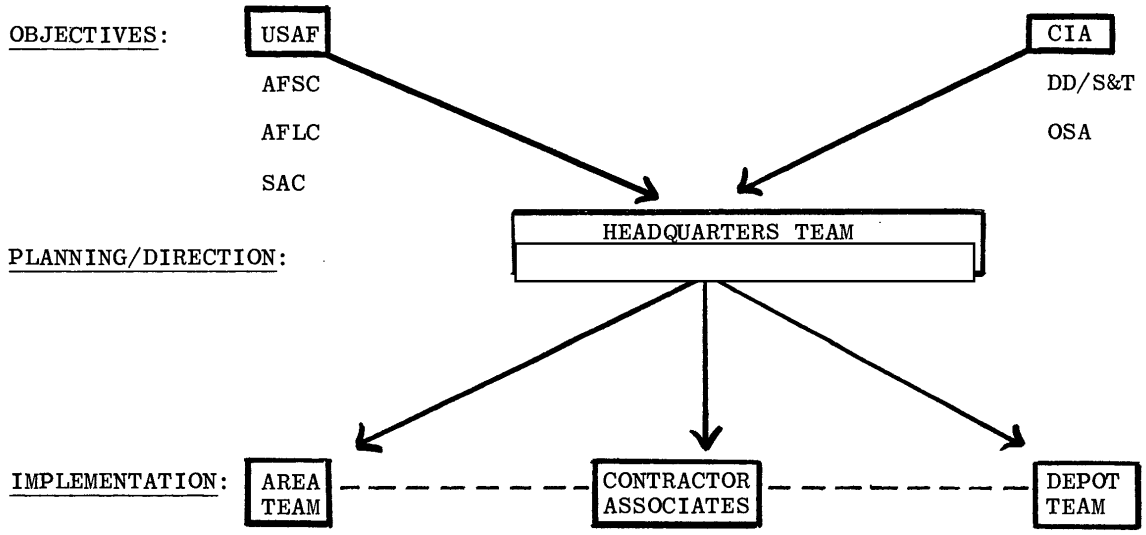
OXCART PHASE-OUT

COMMAND DIRECTION



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LOGISTICS PLANNING

OXCART PHASE-OUT

I. BASIC PLANNING DATA AND ASSUMPTIONS:

A. 1 January 1967 to 30 June 1967: Maintain world-wide capability to conduct operational missions from a prepared overseas location and simultaneously from [redacted] 25X Readiness posture to include maintenance of 15 day QRC for BLACK SHIELD and 7 day QRC for SKYLARK.

B. 1 July 1967 to 31 December 1967: Maintain world-wide capability to conduct operational missions from either a prepared overseas location or from [redacted] 25X but not simultaneously. Readiness posture to include maintenance of QRC capability for either BLACK SHIELD or SKYLARK.

C. Flying Hour Program:

1. 1 January 1967 to 30 June 1967 period would reflect no reduction in the approved flying hour program.

2. 1 July 1967 to 31 September 1967:

_____ Operational Aircraft at _____ hours/month

_____ Test Aircraft at _____ hours/month

_____ Trainer Aircraft at _____ hours/month

Total Hours this Period: _____ hours

3. 1 October 1967 to 31 December 1967:

_____ Operational Aircraft at _____ hours/month

[redacted] 25X

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I. BASIC PLANNING DATA AND ASSUMPTIONS: (cont'd)

D. Aircraft Disposition (Mothballing) Schedule:

1. First Quarter, FY-68

Art _____

Art _____

Art _____

Art _____

2. Second Quarter, FY-68

Art _____

Art _____

3. Third Quarter, FY-68

Art _____

Art _____

Art _____

Art _____

25X1 E. CIA Operational Fleet Capability ceases on 31 December 1967. [redacted] will continue close-down actions until its formal inactivation on 30 June 1968. The Kadena Facility will have been inactivated by 30 June 1968.

F. It is assumed that further guidance will be furnished this Headquarters on the ultimate disposition to be made of real estate and the support facilities at

25X1 [redacted]

[redacted]

25X

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[redacted] 25X

LOGISTICS PLANNING

OXCART PHASE-OUT

II. PLANNING REQUIREMENTS:

A. Establish a functional focal point in OSA to monitor all aspects of OXCART phase-out. A similar concept should be instituted at [redacted] 25X

B. Develop a master phase-out plan that expands the Commander's decision into a form which will insure accomplishment of the mission through coordinated action by the elements of the Command. The importance of thorough staff coordination, during plan development, at and between each echelon of Command involved cannot be overemphasized. It is mandatory that closest liaison be maintained with the appropriate Project Representatives in Headquarters USAF, AFSC, and AFLC throughout the period of the OXCART phase-out.

C. Establish an OSA "milestone" chart that provides priority of tasks and the significant target dates affecting major aspects of the phase-out. The following are examples of these:

1. Aircraft (by serial number)

2. Engines (by type and serial number)

3. Cameras (by type and serial number)

4. Sensors and ECM Packages (by types)

5. AGE and GHE (standard and peculiar)

6. Industrial Production Equipment (IPE) and other installed shop equipment.

7. Operating spares, hardware and general supplies

8. POL

[redacted] 25X

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II. PLANNING REQUIREMENTS: (cont'd)

9. Agency-peculiar equipment

10. Tenant installations on [redacted] 25X

11. Personnel

a. Contractor technical/field representatives

b. Contract support/services personnel

c. Staff Assignees (by functions)

d. Military Assignees (by functions)

D. Identify each of the above end items or functions with its specific disposal or phase-out actions, giving consideration to the following:

1. The actual physical disposition to be made:

a. "Flyable" storage and location

b. Permanent storage and location

c. Transfer to a DOD/USAF activity

d. Outright salvage, reclamation or scrap

2. Technical Order 1-1-17 identifies the types of USAF storage criteria as:

a. Temporary - Ops Reserve 0-89 days.

b. Limited - Reclamation, sale or donation.

c. Extended - Withdrawn from active service, over 90 days.

[redacted] 25X

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II. PLANNING REQUIREMENTS: (cont'd)

E. Identify sequence of actions affecting disposition of equipment and the termination of accountability at
25X1 [redacted] Kadena:

1. Establish schedule denoting the specific on-base activity to be phased-out in keeping with the "milestone" chart.

2. Identification and tagging of components, test equipment and operating spares and "peculiar" hardware.

25X1 3. Physical inventory of these assets, their turn-in to [redacted] Base Supply and the clearing of the accountability records.

4. Clean-up of shop areas and the formal close-out of the functions.

F. Identify and establish actions necessary for the formal termination of support at the Contractor's Facility, to include:

1. Contracting Officer establishing ground rules and the basis for negotiations.

2. Perform inventory of bonded stocks.

3. Identification of those in-house assets on loan to the Contractor as GFP or GFAE.

4. Conduct of negotiations with the Contractor for assets which Contractor may wish to purchase.

5. Disposition, transportation and storage of all other assets or contract residuals.

G. Insure the following materiel support capabilities are sustained throughout the entire period of the phase-out:

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II. PLANNING REQUIREMENTS: (cont'd)

1. Transportation (surface and air)

2. Preservation, packaging and packing of supplies and equipment.

3. Maintenance of supply records and accountability controls.

4. POL support

5. Maintenance support

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LOGISTICS PLANNING

OXCART PHASE-OUT

III. CONTINGENCY FACTORS AND SALIENT CONSIDERATIONS:

A. Operations

1. Identify operational fleet capabilities to be retained through the phase-out period.

2. Determine training requirements for this same period.

3. Establish overall flying hour program for Fiscal Year 1968.

B. Personnel

1. Place strongest emphasis on retention of a maximum number of personnel in the functions of supply, transportation, ground maintenance, POL, housekeeping services and administrative support until complete inactivation of [redacted] and Kadena is accomplished. 25X

2. Insure that no mass exodus of personnel occurs, particularly among the associate contractors. 25X1 The [redacted] Project Monitor for OXCART phase-out must be satisfied that each associate contractor performs his assigned share of the phase-out tasks. It should not be necessary to correct their deficiencies at a later date. Experience indicates that announcement of an inactivation invariably triggers off a series of actions among assigned personnel to relocate themselves as soon as possible. Contractor personnel are especially vulnerable to this type of reaction.

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III. CONTINGENCY FACTORS AND SALIENT CONSIDERATIONS: (cont'd)

C. Materiel

1. USAF/AFLC assistance should be solicited to establish a team from the [redacted] and aid [redacted] in the identification, inventorying, packing and shipping of supplies and equipment.

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2. No single criterion can be used to decide all questions of whether to repair or dispose of the equipment, nor can an answer be automatic. Some of the factors that may influence these decisions are noted below:

a. Age of the equipment

b. Repair parts already in the system

c. Cost to replace

d. Time to replace

e. Present salvage or resale value and rate of depreciation

f. Cost to store and preserve an item

g. Cost of transportation

h. Cost of repair

3. A significant degree of commonality exists between A-12 and SR-71/YF-12 spares, components and equipments. The [redacted] phase-out plan should require the evacuation of SR-71/YF-12 common items from base stocks to the [redacted] These actions should be performed prior to any salvage or disposal of the materials.

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[redacted]

25X

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III. CONTINGENCY FACTORS AND SALIENT CONSIDERATIONS: (cont'd)

25X1

4. The [redacted] Project Depot will, of necessity, play a predominant role in the OXCART phase-out. All supplies and equipment removed from [redacted] will require processing, in one fashion or another, through the Depot Facility to their ultimate destination. It is imperative that the [redacted] Project Depot be included as an active participant in the phase-out planning entered into by this Headquarters, [redacted] and the associate contractors.

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5. Project Headquarters (OSA) has contracts in-being that provide air and surface transportation for personnel and cargo to and from [redacted] The Lockheed trucking service [redacted] is the prime mover of supplies and equipment from the Project Depot and the Burbank Facilities. It is necessary that this service be retained through the entire phase-out period, or other arrangements will have to be made.

25X 25X

6. A matrix display is required that depicts the status of ECP's and Service Bulletins performed or that remain to be performed on the aircraft. A "cut-off" date needs to be established beyond which no further modifications, aside from safety of flight items, will be performed on the aircraft.

7. In consonance with phase-out "milestones"; overhaul and repair functions, spares and modification kit procurements and related support tasks would be reduced to minimum levels through the first and second quarters of FY-68. A "cut-off" date is required beyond which no new equipment procurement or system "buys" will be performed.

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III. CONTINGENCY FACTORS AND SALIENT CONSIDERATIONS: (cont'd)

8. An early decision must be made on "mothballing" of aircraft. Are they to be stored as a complete weapon system (i.e., with associated AGE, GHE and other equipment)? Or is it intended that only the bare airframes be "mothballed"? This affects the disposition of assets and required preliminary preparation of "want lists" for this type of equipment by the SR-71/YF-12 activities or by the ultimate recipient.

9. It is possible to fly an aircraft until it becomes due for periodic inspection. It could next proceed directly into storage without requirement for performance of the periodic inspection. Proper scheduling actions could result in considerable manpower and monetary savings in these areas.

10. Engine support could be continued through the fourth quarter, FY-67, overhaul cycle. The overhaul cycle averages 90 days in time. Engines generated as reparables after that period could be stored in "as is" condition or salvaged. It is recognized consideration will first have been given to the possible utilization of these assets elsewhere.

11. Air Force and DOD types of supplies and equipment required for [redacted] support will continue to be provided from [redacted] Project Depot stocks until formal inactivation [redacted]

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S E C U R I T Y

CLASSIFIED CODE NAME: [redacted] 25X

UNCLASSIFIED NICKNAME: "SCOPE COTTON"

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I. SECURITY OBJECTIVES DURING AND AFTER PHASE OUT.

A. PROTECT AGENCY'S ROLE IN OXCART PROGRAM

B. COMPLETE NON-AGENCY ATTRIBUTION OF ALL ACTIVITIES

1. EXISTENCE OF A-12

[redacted] 25X

II. CONTRACTOR CONSIDERATIONS

A. DEBRIEFING OF ALL PROJECT APPROVED PERSONNEL

1. O-1 AND O-2 BY CO. SECURITY OFFICERS

2. O-3 BY HDQS. SECURITY

3. ITEMS TO BE STRESSED AT TIME OF DEBRIEFINGS

A. CONTINUED SECURITY RESPONSIBILITIES

B. NO ADMISSION OF PROJECT CONNECTION

C. CAN'T CLAIM APPROVAL AS CLEARANCE

D. INDIVIDUAL GUIDANCE RE PROBLEM AREAS, E. G., JOB APPLICATION,

[redacted] 25X

E. PROVIDE POINT OF CONTACT WITHIN CO. TO REFER ANY FUTURE INQUIRIES RE SECURITY PROBLEMS

III. DISPOSITION OF CLASSIFIED DOCUMENTS AND HARDWARE

A. DETERMINATION WILL BE MADE ON AN INDIVIDUAL BASIS BY TEAM FROM HDQS. VISITING EACH FACILITY.

IV. DISPOSITION OF GOVERNMENT FURNISHED EQUIPMENT

A. TEAM FROM HDQS. [redacted] WILL DETERMINE ON AN INDIVIDUAL BASIS

25X NRO

B. SECURITY GOAL TO ELIMINATE CIA AND/OR PROJECT ATTRIBUTION

V. FUTURE UTILIZATION OF PROJECT DATA/HARDWARE FOR SALES OR PUBLICITY PURPOSES

A. CONTRACTORS SHOULD SUBMIT WRITTEN REQUEST FOR SAME

B. THIS WILL APPLY EVEN AFTER OXCART PROGRAM IS PHASED OUT

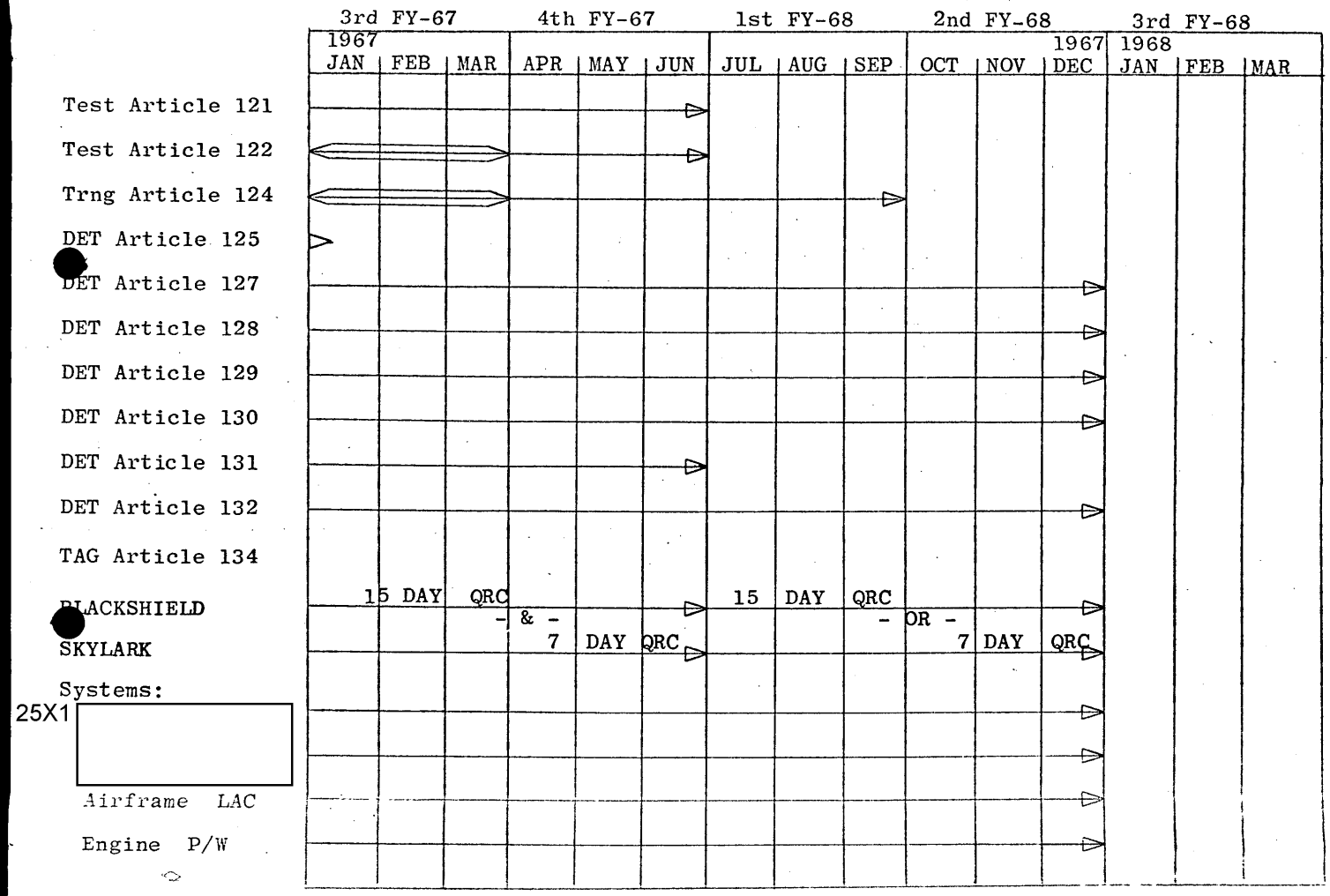
C. POINT OF CONTACT WITHIN OSA WILL BE PROVIDED

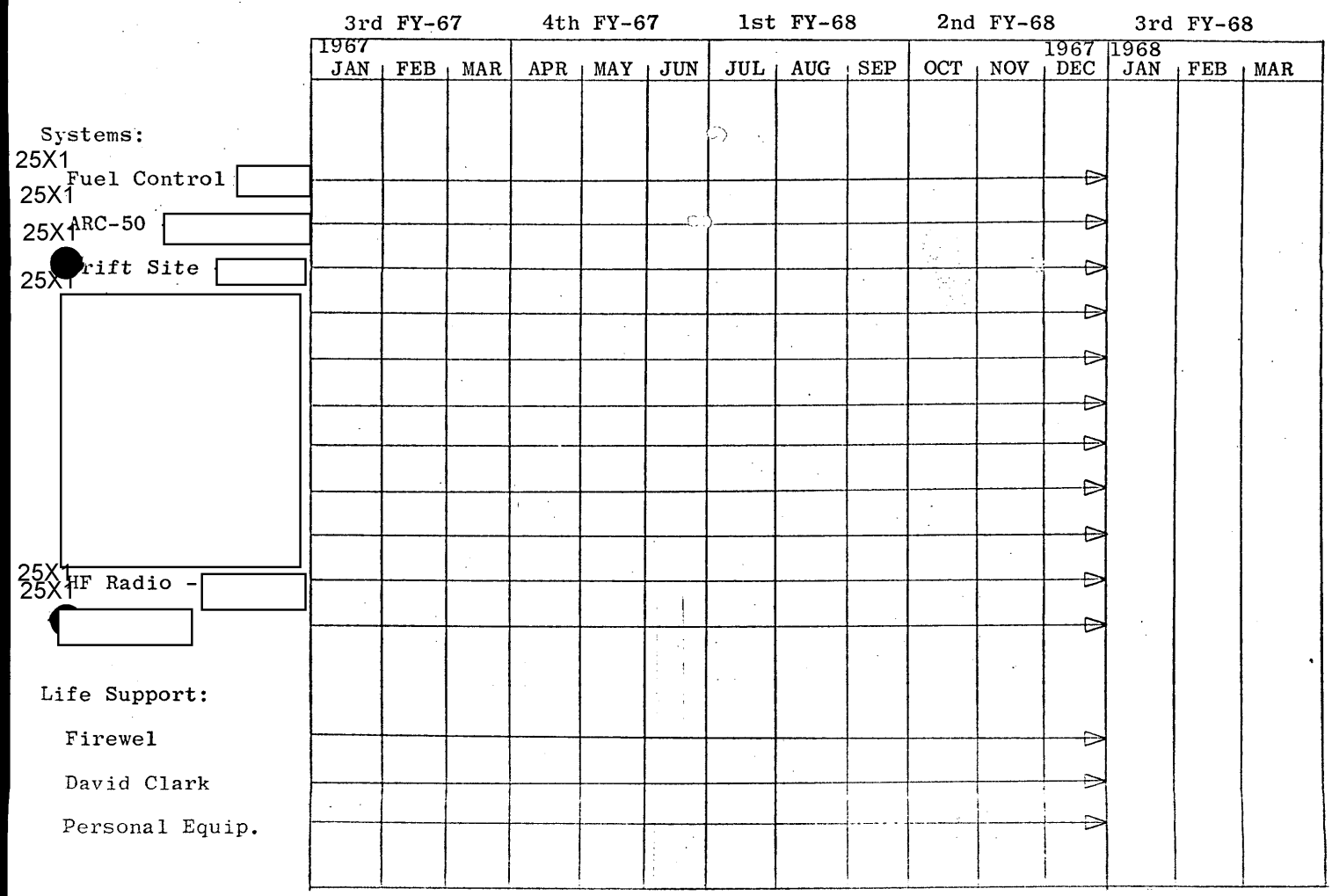
VI. NOTIFICATION OF PHASE OUT TO CONTRACTOR PERSONNEL

A. THOSE WHO NEED TO KNOW CAN BE TOLD

B. STILL HAVE TO MAINTAIN OPERATIONAL CAPABILITY UNTIL 31 DECEMBER 1967

C. HOLD DOWN REQUESTS FOR PROJECT APPROVALS AS MUCH AS POSSIBLE





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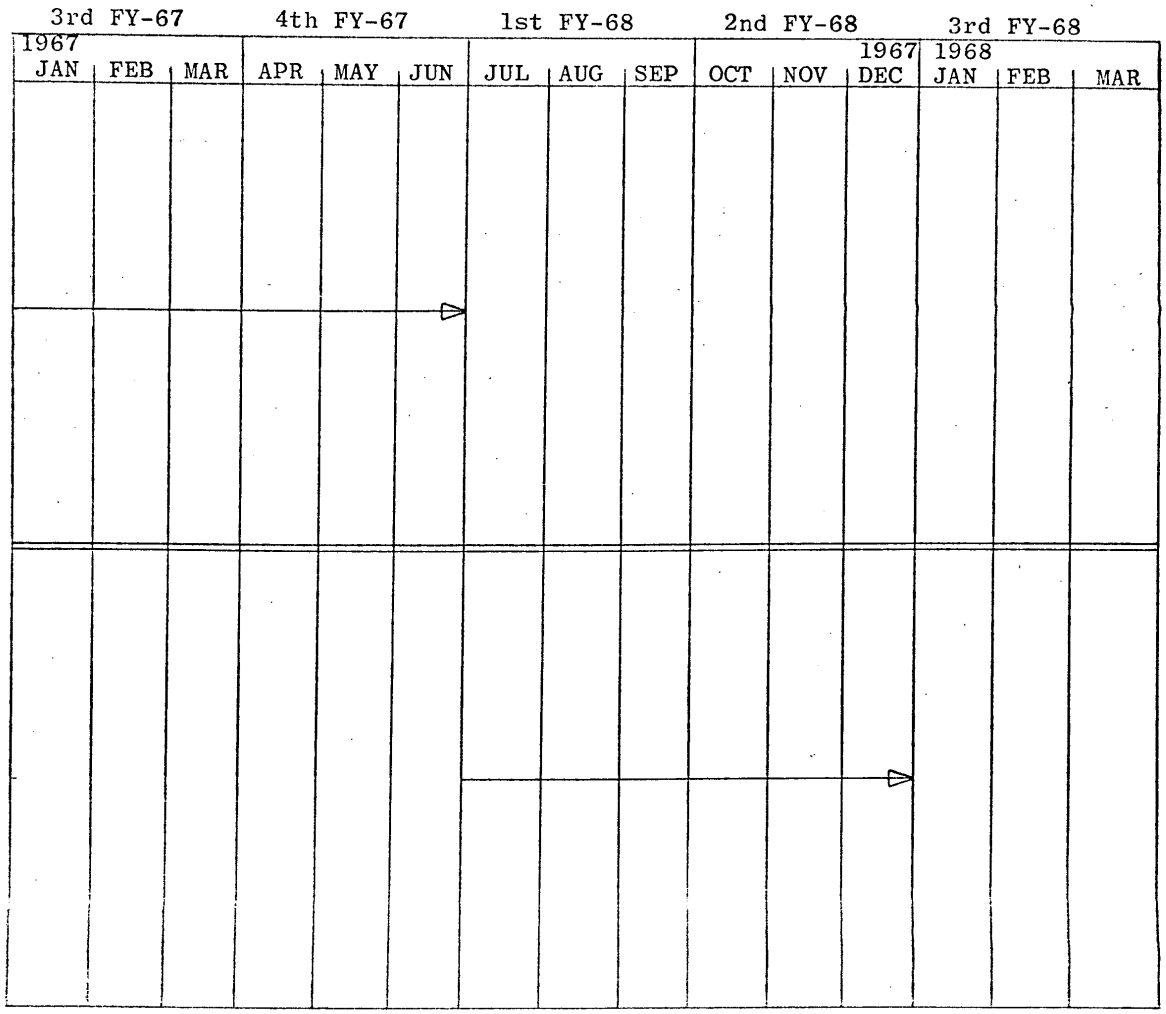

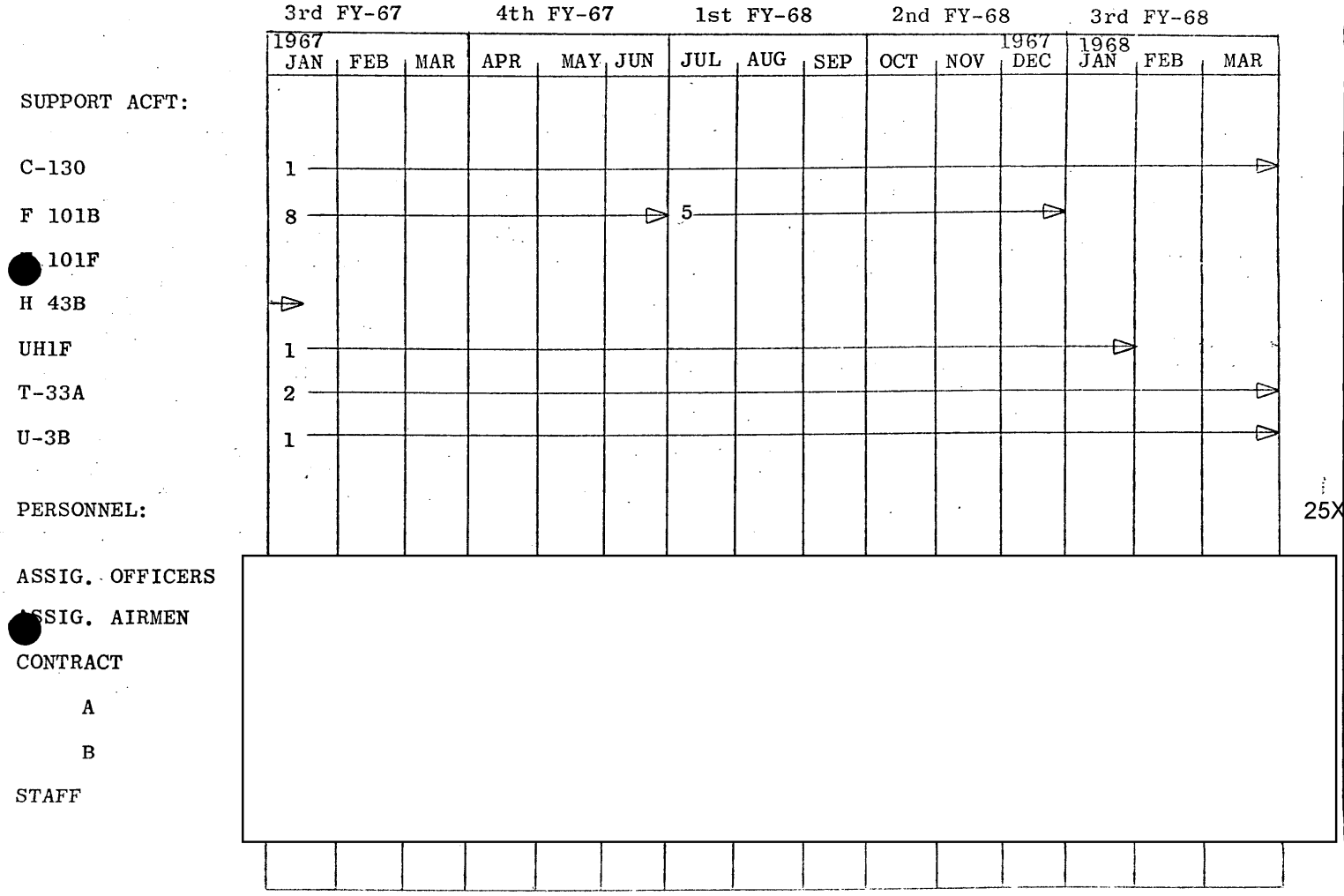

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I D E A L I S T

ASSUMPTIONS: (NRO)

- AS OF I JULY - (7) AIRCRAFT
- ATTRITION RATE - 2 AIRCRAFT/YEAR
- NO NEW EQUIPMENT W/O ADDITIONAL JUSTIFICATION

ASSUMPTIONS: (OSA)

- AS OF I JULY - (7) AIRCRAFT
- ATTRITION RATE - FY-68 - NONE

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U-2R

OSA BUDGET BASED ON:

6 ARTICLES TO OSA

6 ARTICLES TO SAC

SPO CONCEPT; INITIAL SPARES AND EQUIPMENT TO SUPPORT:

1 DEPOT

2 BASES (1 OSA, 1 SAC)

6 FLYAWAY KITS (3 OSA, 3 SAC)

NRO APPROVAL BASED ON:

INDETERMINATE ARTICLE DISTRIBUTION

1 DEPOT

2 BASES (1 OSA, 1 SAC)

2 FLYAWAY KITS (JOINT USE)

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CONCLUSIONS:

- U-2R LIMITATION ON FAK WOULD APPEAR TO LIMIT THE USE OF THIS ASSET TO ONE CUSTOMER.
- LIFE SUPPORT EQUIPMENT APPROVALS INADEQUATE TO SUPPORT EVEN ONE CUSTOMER.

REQUIREMENTS:

THAT PROCUREMENT OF SUITS AND LIFE SUPPORT SYSTEM EQUIPMENT BE AUTHORIZED IN AMOUNTS REQUESTED. (35 SUITS + 2 TEST SUITS)

THAT SUFFICIENT FLYAWAY KITS BE AUTHORIZED TO ENABLE BOTH CUSTOMERS TO MEET MISSION REQUIREMENTS (3 FAK PER CUSTOMER)

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